



# THE PMI GUIDE TO **BUSINESS ANALYSIS**

**INCLUDES:** THE STANDARD  
FOR BUSINESS ANALYSIS  
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# **The PMI Guide to BUSINESS ANALYSIS**

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## PREFACE

The *PMI Guide to Business Analysis (Includes The Standard for Business Analysis)* joins PMI's suite of foundational, consensus-based standards. *The Standard for Business Analysis*, accredited by American National Standards Institute (ANSI), is considered to be the preeminent standard for business analysis. The standard and guide exemplify PMI's continuing commitment to support organizations and portfolio, program, and project professionals by delivering a defined body of knowledge and standard in business analysis.

PMI views business analysis as an essential capability that cascades across and throughout portfolio, program, and project management. As such, the *PMI Guide to Business Analysis* is aligned to *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*; *The Standard for Program Management*; *The Standard for Portfolio Management*; *Organizational Project Management Maturity Model (OPM3®)* and the *Agile Practice Guide. Business Analysis for Practitioners: A Practice Guide* is a complement to this standard.

A standard is not a methodology because it does not prescribe the order, procedures, and rules. Hence the business analysis standard provides a framework of suggested Process Groups, corresponding processes, Knowledge Areas, inputs, and outputs. Those familiar with the *PMBOK® Guide* will benefit from the mapping tables located in the Process Group introductions within the standard to compare project management processes to business analysis processes to understand how business analysis is used to support successful project management.

The guide expands on the framework in the standard and, in addition, provides practices, tools, and techniques for anyone committed to understanding and performing business analysis responsibilities at the highest level. Organizations and practitioners can tailor the processes and practices contained herein to meet specific organizational needs and goals.

One of the difficulties in developing a standard is to make it easy to understand, usable, and applicable to the multitude of conditions that may exist on any given portfolio, program, or project. This standard and guide were developed to be adaptable to any condition and flexible through the use of common language and tailoring tables. The language ensures content does not side with one industry, one specialty, or one project size (e.g., it does not apply only to large IT projects), focuses on the role of business analysis and not the job title, and explains how each process may vary depending on whether an adaptive, predictive, or hybrid delivery approach is used.

*The Standard for Business Analysis* mirrors a similar structure to *The Standard for Project Management* utilizing process groups and processes to describe the work. It discusses business analysis work via 35 processes distributed across six Business Analysis Process Groups including:

- ◆ Defining and Aligning
- ◆ Initiating
- ◆ Planning
- ◆ Executing
- ◆ Monitoring and Controlling
- ◆ Releasing

The guide provides guidance on how to effectively apply business analysis processes and practices to drive better business outcomes regardless of the industry, project size, or project type. It provides business analysis guidance for any delivery method including predictive (waterfall) and adaptive (agile). *The PMI Guide to Business Analysis* includes these six Knowledge Areas:

- ◆ Needs Assessment
- ◆ Stakeholder Engagement
- ◆ Elicitation
- ◆ Analysis
- ◆ Traceability and Monitoring
- ◆ Solution Evaluation

The *PMI Guide to Business Analysis* defines what the work of business analysis is, why it is important, and concepts related to business analysis that can be applied consistently across all project life cycles, project types, and industries to deliver successful business outcomes. It describes over 40 skills and over 100 techniques needed to effectively perform business analysis processes and highlights collaboration points between business analysis and other roles alongside which business analysts typically need to work. The glossary also includes 500 commonly used terms in business analysis. To receive the most value from the guide, PMI recommends its use in conjunction with *Business Analysis for Practitioners: A Practice Guide*. Where the guide describes the “what”, the practice guide describes the “how to.” For example, the guide describes what technique can be used while the practice guide describes how to perform the technique.

The *PMI Guide to Business Analysis (Includes The Standard for Business Analysis)* was developed by leading experts for practitioners in the field. As full consensus standards, the guide and standard were subjected to PMI’s rigorous development process, including a subject matter expert review and a public exposure review, where practitioners commented and submitted changes for consideration by the core committee. All comments and requests for change were considered and many were incorporated into the publication providing added value. Some comments were deferred for future iterations of the guide. As such, PMI encourages practitioners to continue to provide feedback for future editions. PMI standards are required to be updated on a routine basis and the core committee is appreciative of any and all feedback from users of the guide.

# Part 1

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# The PMI Guide to Business Analysis

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The information contained in this part is not an American National Standard (ANS) and has not been processed in accordance with ANSI's requirements for an ANS. As such, the information in this part may contain material that has not been subjected to public review or a consensus process. In addition, it does not contain requirements necessary for conformance to an ANS standard.





# 1

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## INTRODUCTION

### 1.1 OVERVIEW AND PURPOSE OF THIS GUIDE

*The PMI Guide to Business Analysis*, referred to here as the guide, is intended to serve the needs of organizations and business analysis professionals by providing practical knowledge and good practices needed to contribute to portfolio, program, project, and product success and support the delivery of high-quality solutions. This guide is intended to enable business analysis to be effectively performed regardless of the project life cycle, whether a predictive, iterative, adaptive, or hybrid approach is used, and provide guidance for business analysis regardless of the job title of the individual performing it. This guide:

- ◆ Defines what the work of business analysis is and why it is important;
- ◆ Describes the competencies, processes, tools, and techniques needed to effectively perform business analysis tasks and activities;
- ◆ Defines concepts related to business analysis that can be applied consistently across all product and project life cycles, product types, and industries to deliver successful business outcomes within portfolios, programs, and projects;
- ◆ Highlights collaboration points between those who perform business analysis activities and other roles that business analysts typically need to work with collaboratively; and
- ◆ Provides and promotes a common business analysis vocabulary for organizations and business analysis professionals.

According to *PMI's Pulse of the Profession® In-Depth Report: Requirements Management: A Core Competency for Project and Program Success* [1],<sup>1</sup> 47% of unsuccessful projects fail to meet original goals due to poor requirements management. In the 2017 *Pulse Report: Success Rates Rise—Transforming the High Cost of Low Performance* [2], 39% of failed projects identify inaccurate requirements gathering as a primary cause of failure. Research continues to validate that when organizations do not embrace business analysis and overlook the importance of establishing effective processes to perform it, there is a direct impact to their ability to perform effectively on projects. Those organizations that demonstrate maturity in business analysis practices are 55% more successful in implementing strategy and are much more likely to achieve the expected value from the investments made on programs and projects. These are just a few of the statistics obtained from recent PMI research proving the value of business analysis.

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<sup>1</sup> The numbers in brackets refer to the list of references at the end of this guide.